

*INTERNATIONAL
JOURNAL OF
STRATEGIC
MANAGEMENT*

**LONG
RANGE
PLANNING**

The Journal of
**THE
STRATEGIC
PLANNING
SOCIETY•**

and of the
European Strategic Planning Federation

Long Range Planning

The Journal of the Strategic Planning Society and of the
European Strategic Planning Federation

Editor: Professor Bernard Taylor

Executive Editor: Martin E. Burridge

North American Editor: Professor John Grant

Japan and South-East Asia Editor: Professor Toyohiro Kono

U.K. Editorial Office:

Professor Bernard Taylor
Henley—The Management College
Greenlands, Henley-on-Thames
Oxon RG9 3AU, U.K.
Telephone: Henley (0491) 571454

U.S. Editorial Office:

Professor John Grant
Joseph M. Katz Graduate
School of Business
University of Pittsburgh
Pittsburgh
PA 15260, U.S.A.

Japan and South-East Asia Editorial Office:

Professor Toyohiro Kono
Department of Management
Faculty of Economics
Gakushuin University
1-5-1 Mejiro, Toshima-ku
Tokyo 171, Japan

Editorial Board

John Grant (Chairman), Chairman Strategic Planning Society

Barbara Barrett, Pergamon Press plc

Professor W. K. Brauers, European Strategic Planning Federation

John Chandler, James Wilk Associates Ltd, U.K.

Professor S. W. Douma, Brabant Catholic University, The Netherlands

Bruce Lloyd (Book Review Editor), South Bank Polytechnic, U.K.

Christopher Lorenz, Financial Times

David G. Millar, Chloride Solar

Editorial Advisory Board

Lars Adler, Copadec, AB, Västerås, Sweden

Professor H. Igor Ansoff, United States International University, San Diego, California, U.S.A.

Professor John Camillus, University of Pittsburgh, Pennsylvania, U.S.A.

Dr Magdolna Csath, Old Dominion University, Norfolk, Virginia, U.S.A.

Harold Edge, Rockwell International, Texas, U.S.A.

Professor D. J. Eppink, Free University, Amsterdam, The Netherlands

Professor Kenneth Hatten, Boston University, Massachusetts, U.S.A.

David E. Hussey, Harbridge Consulting Group Ltd, London, U.K.

Professor Patrick McNamee, University of Ulster at Jordanstown, U.K.

Professor Andre Morkel, University of Western Australia, Australia

Dr N. Nakahara, President, Toa Nenryo Kogy, Kabushiki Kaisha, Tokyo, Japan

Professor G.-I. Nakamura, Asia University, Nerima-Ku, Tokyo, Japan

Robert Perrin, Robert Perrin International, U.K.

Professor Michael Porter, Harvard University, Cambridge, Massachusetts, U.S.A.

Professor George Steiner, University of California, Los Angeles, U.S.A.

Ian Wilson, SRI International, California, U.S.A.

J.-G. Wissema, Wissema Group, Business and Policy Consultants, The Hague, The Netherlands

Whilst every effort is made by the publishers and editorial board to see that no inaccurate or misleading data, opinion or statement appear in this journal, they wish to make it clear that the data and opinions appearing in the articles and advertisements herein are the sole responsibility of the contributor or advertiser concerned. Accordingly, the publishers, the editorial board and editors and their respective employees, officers and agents accept no responsibility or liability whatsoever for the consequences of any such inaccurate or misleading data, opinion or statement.

© Copyright 1991 Pergamon Press plc

Long Range Planning is published 6 issues/annum and is available on subscription. Subscription enquiries from customers in North

America should be sent to: Pergamon Press Inc., 395 Saw Mill River Road, Elmsford, NY 10523, U.S.A., telephone: 914 592

7700. Remainder of the world to: Pergamon Press plc, Headington Hill Hall, Oxford OX3 0BW, U.K., telephone (0865) 794141.

Annual institutional subscription rate (1991) DM730.00. 2 year institutional rate (1991/92) DM1387.00. Personal subscription rate for

those whose library subscribes at the regular rate (1991) available on request.

Members of the Strategic Planning Society receive the Journal as part of their subscription dues for the Society paid direct to the Society at 17 Portland Place, London W1N 3AF.

Published by Pergamon Press, on behalf of the Strategic Planning Society, 17 Portland Place, London W1N 3AF.

Secretary General—Graham Goodridge. Telephone: 071-636-7737.

Subject Index

A

ACQUISITIONS

Defensive Strategies Against Takeovers: Creating Shareholder Value (Clarke C J, Brennan K) 1990 **23** (1), 95

Value Gaps—Who is Right?—The Raiders, the Market or the Managers? (Young D, Sutcliffe B) 1990 **23** (4), 20

AGRICULTURAL INDUSTRY

The White Revolution—How Amul Brought Milk to India (Bellur V V, Singh S P, Chaganti R, Chaganti R) 1990 **23** (6), 71

AUTOMATION

Aligning CIM Strategies to Different Markets (Williams J R, Novak R S) 1990 **23** (1), 126

CIM at Nippon Seiko Co (Hosoda M) 1990 **23** (5), 10

B

BANKING

Successful Results Management in a Finnish Bank (Santalainen T, Spencer B) 1990 **23** (5), 41

BOARD OF DIRECTORS

Increasing the Board's Involvement in Strategy (Zahra S A) 1990 **23** (6), 109

BRANDS

Assessing the Value of Brands (Murphy J) 1990 **23** (3), 23

BREWING INDUSTRY

Doubling Productivity at a Major Brewery (Cox D L) 1990 **23** (4), 58

BUSINESS ENVIRONMENT

Aligning CIM Strategies to Different Markets (Williams J R, Novak R S) 1990 **23** (1), 126

How PTT's are going Multinational (Lera Salso E) 1990 **23** (1), 136

Macroenvironmental Analysis for Strategic Management (Ginter P M, Duncan W J) 1990 **23** (6), 91

Reducing the Risks of Globalization (James B) 1990 **23** (1), 80

The Revival of Pittsburgh—A Partnership Between Business and Government (Ahlbrandt Jr R S) 1990 **23** (5), 31

BUSINESS PLANNING

Human Resource Planning for ICL (Beattie D F, Tampoe F M K) 1990 **23** (1), 17

Strategic Planning for Public Affairs (Marx T G) 1990 **23** (1), 9

BUSINESS-GOVERNMENT RELATIONS

The White Revolution—How Amul Brought Milk to India (Bellur V V, Singh S P, Chaganti R, Chaganti R) 1990 **23** (6), 71

BUY-OUTS

Buy-outs and Beyond—Motivations, Strategies and Ownership Changes (Houlden B) 1990 **23** (4), 73

C

CANADA

Strategic Planning at a Canadian University (Holdaway E A, Meekison J P) 1990 **23** (4), 104

CAPITAL BUDGETING

Post-Auditing Capital Projects (Neale C W, Holmes D E A) 1990 **23** (4), 88

CAPITAL INVESTMENT

Post-Auditing Capital Projects (Neale C W, Holmes D E A) 1990 **23** (4), 88

CASE STUDIES

A Business Strategy for the Single European Market (Sharp J D) 1990 **23** (2), 35

Abbey National Becomes a Company (Fry J M) 1990 **23** (3), 49

Assessing the Value of Brands (Murphy J) 1990 **23** (3), 23

CIM at Nippon Seiko Co (Hosoda M) 1990 **23** (5), 10

Electronic Data Interchange: How Much Competitive Advantage? (Benjamin R I, de Long D W, Scott Morton M S) 1990 **23** (1), 29

Hoechst: Re-positioning for a Global Market (Kennedy C) 1990 **23** (3), 16

Human Resource Planning for ICL (Beattie D F, Tampoe F M K) 1990 **23** (1), 17

Implementing a Strategic Vision (Bertodo R) 1990 **23** (5), 22

Integrating Information Systems for Competitive Advantage at Merrill Lynch (Koerner E M) 1990 **23** (2), 27

Levi's Corporate AIDS Programme (Kohl J P, Miller A N, Barton L) 1990 **23** (6), 31

Managing on the Computer at a Korean Insurance Company (Yoo S, Jong Choi H) 1990 **23** (2), 69

Scenario Planning for Norwegian Oil and Gas (Stokke P R, Ralston W K, Boyce T A, Wilson I H) 1990 **23** (2), 17

Strategic Planning and Intuition in Unilever (Maljers F A) 1990 **23** (2), 63

Taisei Corporation Plans for the year 2000 (Okuzumi H) 1990 **23** (1), 53

The Sharpbenders: Achieving a Sustained Improvement in Performance (Grinyer P H, Mayes D, McKiernan P) 1990 **23** (1), 116

The Transformation of Nissan—The Reform of Corporate Culture (Ishizuna Y) 1990 **23** (3), 9

The White Revolution—How Amul Brought Milk to India (Bellur V V, Singh S P, Chaganti R, Chaganti R) 1990 **23** (6), 71

Value Added Distribution of Parcels in Japan (Sekita T) 1990 **23** (6), 17

CHAIRMEN

The Company Chairman—His Role and Responsibilities (Parker H) 1990 **23** (4), 35

CHANGE MANAGEMENT

How French Managers Deal with Radical Change (Calori R, Atamer T) 1990 **23** (6), 44

CHEMICAL INDUSTRY

Hoechst: Re-positioning for a Global Market (Kennedy C) 1990 **23** (3), 16

CHINA

International Joint Ventures' Problems in China: Risks and Remedies (Shenkar O) 1990 **23** (3), 82

CLOTHING INDUSTRY

Flexible Strategies—The Key to Success in Knitwear (Stopford J M, Baden-Fuller C) 1990 **23** (6), 56

COMPANY GROWTH

Planning for Growth in a Small Company (Hillidge J) 1990 **23** (3), 76

Strategy and Leadership in Growth Companies (Taylor B, Gilinsky A, Hilmi A, Hahn D, Grab U) 1990 **23** (3), 66

COMPETITION

New Competition in Financial Services (Ennew C T, Wright M, Watkins T) 1990 **23** (6), 80

COMPETITIVE ADVANTAGE

Electronic Data Interchange: How Much Competitive Advantage? (Benjamin R I, de Long D W, Scott Morton M S) 1990 **23** (1), 29

Integrating Information Systems for Competitive Advantage at Merrill Lynch (Koerner E M) 1990 **23** (2), 27

COMPUTER SYSTEMS

Value Added Distribution of Parcels in Japan (Sekita T) 1990 **23** (6), 17

COMPUTERS

Aligning CIM Strategies to Different Markets (Williams J R, Novak R S) 1990 **23** (1), 126

CIM at Nippon Seiko Co (Hosoda M) 1990 **23** (5), 10

Strategic Planning on a Personal Computer (Waalewijn P, Boulan R) 1990 **23** (4), 97

Strategic Thinking with Computers (Eden C) 1990 **23** (6), 35

CONSTRUCTION INDUSTRY

Managing a Mega-project—The Channel Tunnel (Stannard C J) 1990 **23** (5), 49

Taisei Corporation Plans for the year 2000 (Okuzumi H) 1990 **23** (1), 53

CONSUMER BEHAVIOUR

Customers Drive Corporations Green (Vandermerwe S, Oliff M D) 1990 **23** (6), 10

CONTROL

Strategic Control for Improved Performance (Kellinghusen G, Wübbenhorst K) 1990 **23** (3), 30

CORPORATE CULTURE

Corporate Culture and Long-range Planning (Kono T) 1990 **23** (4), 9

The Transformation of Nissan—The Reform of Corporate Culture (Ishizuna Y) 1990 **23** (3), 9

CORPORATE PLANNING

A Business Strategy for the Single European Market (Sharp J D) 1990 **23** (2), 35

Corporate Planning for Thai State Enterprises (Suwanabol I, Jones C J) 1990 **23** (5), 116

Planning for Postal Services (Tabor R M) 1990 **23** (5), 91

Taisei Corporation Plans for the year 2000 (Okuzumi H) 1990 **23** (1), 53

The Corporate Planner as Consultant (Prete M, Boschetti C) 1990 **23** (6), 23

CORPORATE STRATEGY

Customers Drive Corporations Green (Vandermerwe S, Oliff M D) 1990 **23** (6), 10

Increasing the Board's Involvement in Strategy (Zahra S A) 1990 **23** (6), 109

The Sharpbenders: Achieving a Sustained Improvement in Performance (Grinyer P H, Mayes D, McKiernan P) 1990 **23** (1), 116

The White Revolution—How Amul Brought Milk to India (Bellur V V, Singh S P, Chaganti R, Chaganti R) 1990 **23** (6), 71

D

DATA BASES

Managing on the Computer at a Korean Insurance Company (Yoo S, Jong Choi H) 1990 **23** (2), 69

DEMOGRAPHY

Our Ageing Population—The Implications for Business and Government (Johnson P) 1990 **23** (2), 55

DEVELOPING COUNTRIES

The White Revolution—How Amul Brought Milk to India (Bellur V V, Singh S P, Chaganti R, Chaganti R) 1990 **23** (6), 71

DISTRIBUTION

Marketing to Retailers: a Battle for Distribution? (Daves G) 1990 **23** (6), 101

Value Added Distribution of Parcels in Japan (Sekita T) 1990 **23** (6), 17

DIVERSIFICATION

Building Synergy in the Diversified Business (Clarke C J, Brennan K) 1990 **23** (2), 9

E

ECONOMIC DEVELOPMENT

The Revival of Pittsburgh—A Partnership Between Business and Government (Ahlbrandt Jr R S) 1990 **23** (5), 31

ELECTRICITY SUPPLY INDUSTRY

Benefits and Cost of Flexibility—Short-lead-time Power Plants (Hirst E) 1990 **23** (5), 106

ELECTRONIC DATA INTERCHANGE

Electronic Data Interchange: How Much Competitive Advantage? (Benjamin R I, de Long D W, Scott Morton M S) 1990 **23** (1), 29

ELECTRONIC DATA PROCESSING

Managing on the Computer at a Korean Insurance Company (Yoo S, Jong Choi H) 1990 **23** (2), 69

ENGINEERING INDUSTRY

A Business Strategy for the Single European Market (Sharp J D) 1990 **23** (2), 35

CIM at Nippon Seiko Co (Hosoda M) 1990 **23** (5), 10

ENVIRONMENT

Customers Drive Corporations Green (Vandermerwe S, Oliff M D) 1990 **23** (6), 10

EUROPE

1992: The Changing Structure of the European Paper Industry (Clark D) 1990 **23** (1), 89

F

FEDERAL REPUBLIC OF GERMANY

Strategy and Leadership in Growth Companies (Taylor B, Gilinsky A, Hilmi A, Hahn D, Grab U) 1990 **23** (3), 66

FINANCIAL INSTITUTIONS

Abbey National Becomes a Company (Fry J M) 1990 **23** (3), 49

Integrating Information Systems for Competitive Advantage at Merrill Lynch (Koerner E M) 1990 **23** (2), 27

New Competition in Financial Services (Ennew C T, Wright M, Watkins T, 1990 **23** (6), 80

FINANCIAL SERVICES

New Competition in Financial Services (Ennew C T, Wright M, Watkins T) 1990 **23** (6), 80

Planning for a Non-profit Service: A Study of U.S. Credit Unions (Jenster P V, Overstreet Jr G A) 1990 **23** (2), 103

FINLAND

Successful Results Management in a Finnish Bank (Santalainen T, Spencer B) 1990 **23** (5), 41

FOOD & DRINK INDUSTRY

Assessing the Value of Brands (Murphy J) 1990 **23** (3), 23

FOREIGN EXCHANGE

Strategic Management of Exchange Rate Risks (Glaum M) 1990 **23** (4), 65

FRANCE

How French Managers Deal with Radical Change (Calori R, Atamer T) 1990 **23** (6), 44

G

GAS INDUSTRY

Scenario Planning for Norwegian Oil and Gas (Stokke P

R, Ralston W K, Boyce T A, Wilson I H) 1990 **23** (2), 17

H

HEALTH

Levi's Corporate AIDS Programme (Kohl J P, Miller A N, Barton L) 1990 **23** (6), 31

HIGHER EDUCATION

Strategic Planning at a Canadian University (Holdaway E A, Meekison J P) 1990 **23** (4), 104

I

INDIA

The White Revolution—How Amul Brought Milk to India (Bellur V V, Singh S P, Chaganti R, Chaganti R) 1990 **23** (6), 71

INFORMATION SERVICES

Managing on the Computer at a Korean Insurance Company (Yoo S, Jong Choi H) 1990 **23** (2), 69

INFORMATION SYSTEMS

Electronic Data Interchange: How Much Competitive Advantage? (Benjamin R I, de Long D W, Scott Morton M S) 1990 **23** (1), 29

Integrating Information Systems for Competitive Advantage at Merrill Lynch (Koerner E M) 1990 **23** (2), 27

Value Added Distribution of Parcels in Japan (Sekita T) 1990 **23** (6), 17

INFORMATION TECHNOLOGY

Better Planning Using Group Support Systems (Jessup L M, Kukalis S) 1990 **23** (3), 100

Strategic Planning on a Personal Computer (Waalewijn P, Boulan R) 1990 **23** (4), 97

Tackling the IT Skills Shortage (Unwin G) 1990 **23** (5), 63

INNOVATION

Manufacturing in the 1990s—Productivity, Flexibility and Innovation (Bolwijn P T, Kumpe T) 1990 **23** (4), 44

Promoting Innovation in a Big Business (Grossi G) 1990 **23** (1), 41

The Innovative Organization (Vrakking W J) 1990 **23** (2), 94

INSURANCE COMPANIES

Managing on the Computer at a Korean Insurance Company (Yoo S, Jong Choi H) 1990 **23** (2), 69

INVESTMENT

International Joint Ventures' Problems in China: Risks and Remedies (Shenkar O) 1990 **23** (3), 82

INVESTMENT APPRAISAL

Why Bother with Risk Adjusted Hurdle Rates? (Reimann B C) 1990 **23** (3), 57

J

JAPAN

CIM at Nippon Seiko Co (Hosoda M) 1990 **23** (5), 10

Corporate Culture and Long-range Planning (Kono T) 1990 **23** (4), 99

Taisei Corporation Plans for the year 2000 (Okuzumi H) 1990 **23** (1), 53

The Transformation of Nissan—The Reform of Corporate Culture (Ishizuna Y) 1990 **23** (3), 9

Value Added Distribution of Parcels in Japan (Sekita T) 1990 **23** (6), 17

JOINT BUSINESS VENTURES

International Joint Ventures' Problems in China: Risks and Remedies (Shenkar O) 1990 **23** (3), 82

K

KOREA

Managing on the Computer at a Korean Insurance Company (Yoo S, Jong Choi H) 1990 **23** (2), 69

L

LARGE BUSINESSES

Promoting Innovation in a Big Business (Grossi G) 1990 **23** (1), 41

LEADERSHIP

Strategy and Leadership in Growth Companies (Taylor B, Gilinsky A, Hilmi A, Hahn D, Grab U) 1990 **23** (3), 66

LEISURE INDUSTRY

Marketing Strategies for Leisure Services (Stone M) 1990 **23** (5), 76

LONG RANGE PLANNING

Taisei Corporation Plans for the year 2000 (Okuzumi H) 1990 **23** (1), 53

Corporate Culture and Long-range Planning (Kono T) 1990 **23** (4), 9

M

MANAGEMENT BUY-OUTS

Buy-outs and Beyond—Motivations, Strategies and Ownership Changes (Houlden B) 1990 **23** (4), 73

MANAGEMENT CONTROL

Strategic Control for Improved Performance (Kellinghusen G, Wübbenhorst K) 1990 **23** (3), 30

MANAGEMENT INFORMATION SYSTEMS

CIM at Nippon Seiko Co (Hosoda M) 1990 **23** (5), 10

MANAGEMENT PHILOSOPHY

Assessing Competitors' Business Philosophies (Press G) 1990 **23** (5), 71

MANPOWER PLANNING

Tackling the IT Skills Shortage (Unwin G) 1990 **23** (5), 63

MANUFACTURING

CIM at Nippon Seiko Co (Hosoda M) 1990 **23** (5), 10

MANUFACTURING STRATEGY

Aligning CIM Strategies to Different Markets (Williams J R, Novak R S) 1990 **23** (1), 126

Manufacturing in the 1990s—Productivity, Flexibility and Innovation (Bolwijn P T, Kumpe T) 1990 **23** (4), 44

MARKETING

A Business Strategy for the Single European Market (Sharp J D) 1990 **23** (2), 35

Marketing Strategies for Leisure Services (Stone M) 1990 **23** (5), 76

Marketing to Retailers: a Battle for Distribution? (Daves G) 1990 **23** (6), 101

MERGERS

Defensive Strategies Against Takeovers: Creating Shareholder Value (Clarke C J, Brennan K.) 1990 **23** (1), 95

MOTOR INDUSTRY

Implementing a Strategic Vision (Bertodo R) 1990 **23** (5), 22

The Transformation of Nissan—The Reform of Corporate Culture (Ishizuna Y) 1990 **23** (3), 9

MULTINATIONAL COMPANIES

Building Synergy in the Diversified Business (Clarke C J, Brennan K) 1990 **23** (2), 9

Customers Drive Corporations Green (Vandermerwe S, Oliff M D) 1990 **23** (6), 10

Hoechst; Re-positioning for a Global Market (Kennedy C) 1990 **23** (3), 16

How PTT's are going Multinational (Lera Salso E) 1990 **23** (1), 136

Manufacturing in the 1990s—Productivity, Flexibility and Innovation (Bolwijn P T, Kumpe T) 1990 **23** (4), 44
 Reducing the Risks of Globalization (James B) 1990 **23** (1), 80
 Strategic Planning and Intuition in Unilever (Maljers F A) 1990 **23** (2), 63
 The Transformation of Nissan—The Reform of Corporate Culture (Ishizuna Y) 1990 **23** (3), 9

N

NON-PROFIT ORGANIZATIONS

Planning for a Non-profit Service: A Study of U.S. Credit Unions (Jenster P V, Overstreet Jr G A) 1990 **23** (2), 103

NORWAY

Scenario Planning for Norwegian Oil and Gas (Stokke P R, Ralston W K, Boyce T A, Wilson I H) 1990 **23** (2), 17

O

OFFICE MANAGEMENT

Office Productivity—Time for a Revolution? (Lloyd B) 1990 **23** (1), 66

OIL INDUSTRY

Scenario Planning for Norwegian Oil and Gas (Stokke P R, Ralston W K, Boyce T A, Wilson I H) 1990 **23** (2), 17

ORGANIZATIONAL CHANGE

Making Strategy Work (Raimond P, Eden C) 1990 **23** (5), 97

P

PAPER & PULP INDUSTRY

1992: The Changing Structure of the European Paper Industry (Clark D) 1990 **23** (1), 89

PERSONNEL MANAGEMENT

Human Resource Planning for ICL (Beattie D F, Tampoe F M K) 1990 **23** (1), 17
 Levi's Corporate AIDS Programme (Kohl J P, Miller A N, Barton L) 1990 **23** (6), 31

PLANNING

Benefits and Cost of Flexibility—Short-lead-time Power Plants (Hirst E) 1990 **23** (5), 106
 Better Planning Using Group Support Systems (Jessup L M, Kukalis S) 1990 **23** (3), 100
 Making Strategy Work (Raimond P, Eden C) 1990 **23** (5), 97
 Our Ageing Population—The Implications for Business and Government (Johnson P) 1990 **23** (2), 55
 Planning for Growth in a Small Company (Hillidge J) 1990 **23** (3), 76
 Planning for a Non-profit Service: A Study of U.S. Credit Unions (Jenster P V, Overstreet Jr G A) 1990 **23** (2), 103
 Planning for Postal Services (Tabor R M) 1990 **23** (5), 91

POST OFFICE

Planning for Postal Services (Tabor R M) 1990 **23** (5), 91

PRODUCTIVITY

Doubling Productivity at a Major Brewery (Cox D L) 1990 **23** (4), 58
 Manufacturing in the 1990s—Productivity, Flexibility and Innovation (Bolwijn P T, Kumpe T) 1990 **23** (4), 44

PROJECT MANAGEMENT

Managing a Mega-project—The Channel Tunnel (Stannard C J) 1990 **23** (5), 49

PSYCHOLOGY

Strategic Thinking with Computers (Eden C) 1990 **23** (6), 35

PUBLIC AFFAIRS

Strategic Planning for Public Affairs (Marx T G.) 1990 **23** (1), 9

PUBLIC SECTOR

Planning for Postal Services (Tabor R M) 1990 **23** (5), 91

PURCHASING

Integrating Purchasing into Strategic Management (Pearson J N, Gritzmacher K J) 1990 **23** (3), 91

R

RETAILING

Marketing to Retailers: a Battle for Distribution? (Daves G) 1990 **23** (6), 101

RISK MANAGEMENT

Strategic Management of Exchange Rate Risks (Glaum M) 1990 **23** (4), 65
 Why Bother with Risk Adjusted Hurdle Rates? (Reimann B C) 1990 **23** (3), 57

S

SCENARIOS

Scenario Planning for Norwegian Oil and Gas (Stokke P R, Ralston W K, Boyce T A, Wilson I H) 1990 **23** (2), 17

Defensive Strategies Against Takeovers: Creating Shareholder Value (Clarke C J, Brennan K) 1990 **23** (1), 95

SHARE PRICES

Value Gaps—Who is Right?—The Raiders, the Market or the Managers? (Young D, Sutcliffe B) 1990 **23** (4), 20

SHAREHOLDERS

Abbey National Becomes a Company (Fry J M) 1990 **23** (3), 49
 Defensive Strategies Against Takeovers: Creating Shareholder Value (Clarke C J, Brennan K) 1990 **23** (1), 95

SHARE OWNERSHIP

Abbey National Becomes a Company (Fry J M) 1990 **23** (3), 49

SINGLE EUROPEAN MARKET

1992: The Changing Structure of the European Paper Industry (Clark D) 1990 **23** (1), 89
 A Business Strategy for the Single European Market (Sharp J D) 1990 **23** (2), 35
 The Strategic Implications of Europe 1992 (Daems H) 1990 **23** (3), 41

SMALL BUSINESS

Planning for Growth in a Small Company (Hillidge J) 1990 **23** (3), 76
 Small Business—The Myths and the Reality (El-Namaki M S S) 1990 **23** (4), 78
 Strategic Planning for Increased Profit in the Small Business (Aram J D, Cowen S S) 1990 **23** (6), 63

STATE OWNED ENTERPRISES

Corporate Planning for Thai State Enterprises (Suwanabol I, Jones C J) 1990 **23** (5), 116

STRATEGIC MANAGEMENT

How PTT's are going Multinational (Lera Salso E) 1990 **23** (1), 136
 Integrating Purchasing into Strategic Management (Pearson J N, Gritzmacher K J) 1990 **23** (3), 91
 Macroenvironmental Analysis for Strategic Management (Ginter P M, Duncan W J) 1990 **23** (6), 91
 New Competition in Financial Services (Ennew C T, Wright M, Watkins T) 1990 **23** (6), 80
 Strategic Management of Exchange Rate Risks (1990 **23** (4), 65

Strategic Thinking with Computers (Eden C) 1990 **23** (6), 35

STRATEGIC PLANNING

Assessing Competitors' Business Philosophies (Press G) 1990 **23** (5), 71

Better Planning Using Group Support Systems (Jessup L M, Kukalis S) 1990 **23** (3), 100

Flexible Strategies—The Key to Success in Knitwear (Stopford J M, Baden-Fuller C) 1990 **23** (6), 56

Hoechst; Re-positioning for a Global Market (Kennedy C) 1990 **23** (3), 16

How French Managers Deal with Radical Change (Calori R, Atamer T) 1990 **23** (6), 44

Implementing a Strategic Vision (Bertodo R) 1990 **23** (5), 22

Macroenvironmental Analysis for Strategic Management (Ginter P M, Duncan W J) 1990 **23** (6), 91

Making Strategy Work (Raimond P, Eden C) 1990 **23** (5), 97

Strategic Control for Improved Performance (Kellinghusen G, Wübbenhorst K) 1990 **23** (3), 30

Strategic Group Technique; Involving Managers in Strategic Planning (Fulmer W, Fulmer R) 1990 **23** (2), 79

Strategic Planning at a Canadian University (Holdaway E A, Meekison J P) 1990 **23** (4), 104

Strategic Planning for Increased Profit in the Small Business (Aram J D, Cowen S S) 1990 **23** (6), 63

Strategic Planning and Intuition in Unilever (Maljers F A) 1990 **23** (2), 63

Strategic Planning on a Personal Computer (Waalewijn P, Boulan R) 1990 **23** (4), 97

Strategic Planning for Public Affairs (Marx T G) 1990 **23** (1), 9

Strategic Planning in a Subsidiary (Sargeant L W) 1990 **23** (2), 43

Strategic Plans as Contracts (Allaire Y, Firsirotu M.) 1990 **23** (1), 102

Successful Results Management in a Finnish Bank (Santalainen T, Spencer B) 1990 **23** (5), 41

The Corporate Planner as Consultant (Prete M, Boschetti C) 1990 **23** (6), 23

Where Planning Fails in Practice (Reid D M) 1990 **23** (2), 85

STRATEGY

Strategic Thinking with Computers (Eden C) 1990 **23** (6), 35

SURVEYS

Corporate Culture and Long-range Planning (Kono T) 1990 **23** (4), 9

Customers Drive Corporations Green (Vandermerwe S, Oliff M D) 1990 **23** (6), 10

Flexible Strategies—The Key to Success in Knitwear (Stopford J M, Baden-Fuller C) 1990 **23** (6), 56

Planning for a Non-profit Service: A Study of U.S. Credit Unions (Jenster P V, Overstreet Jr G A) 1990 **23** (2), 103

Post-Auditing Capital Projects (Neale C W, Holmes D E A) 1990 **23** (4), 88

Strategy and Leadership in Growth Companies (Taylor B, Gilinsky A, Hilmi A, Hahn D, Grab U) 1990 **23** (3), 66

Value Gaps—Who is Right?—The Raiders, the Market or the Managers? (Young D, Sutcliffe B) 1990 **23** (4), 20

Where Planning Fails in Practice (Reid D M) 1990 **23** (2), 85

T

TELECOMMUNICATIONS INDUSTRY

How PTT's are going Multinational (Lera Salso E) 1990 **23** (1), 136

THAILAND

Corporate Planning for Thai State Enterprises (Suwanabol I, Jones C J) 1990 **23** (5), 116

TURNAROUND STRATEGIES

The Sharpbenders: Achieving a Sustained Improvement in Performance (Grinyer P H, Mayes D, McKiernan P) 1990 **23** (1), 116

U

UNITED KINGDOM

Strategy and Leadership in Growth Companies (Taylor B, Gilinsky A, Hilmi A, Hahn D, Grab U) 1990 **23** (3), 66

UNIVERSITIES

Strategic Planning at a Canadian University (Holdaway E A, Meekison J P) 1990 **23** (4), 104

USA

Planning for a Non-profit Service: A Study of U.S. Credit Unions (Jenster P V, Overstreet Jr G A) 1990 **23** (2), 103

The Revival of Pittsburgh—A Partnership Between Business and Government (Ahlandt Jr R S) 1990 **23** (5), 31

V

VALUE ADDED

Value Added Distribution of Parcels in Japan (Sekita T) 1990 **23** (6), 17

W

WORK ORGANISATION

Office Productivity—Time for a Revolution? (Lloyd B) 1990 **23** (1), 66

D

I

Author Index

- AHLBRANDT JR R S. The Revival of Pittsburgh—A Partnership Between Business and Government, 1990 **23** (5), 31
- ALLAIRE Y, FIRSIROTU M. Strategic Plans as Contracts, 1990 **23** (1), 102
- ARAM J D, COWEN S S. Strategic Planning for Increased Profit in the Small Business, 1990 **23** (6), 63
- ATAMER T. *see* CALORI R.
- BADEN-FULLER C. *see* STOPFORD J M.
- BARTON L. *see* KOHL J P *et al*
- BEATTIE D F., TAMPOE F M K. Human Resource Planning for ICL, 1990 **23** (1), 17
- BELLUR V V *et al*. The White Revolution—How Amul Brought Milk to India, 1990 **23** (6), 71
- BENJAMIN R I *et al*. Electronic Data Interchange: How Much Competitive Advantage?, 1990 **23** (1), 29
- BERTODO R. Implementing a Strategic Vision, 1990 **23** (5), 22
- BOLWIJN P T, KUMPE T. Manufacturing in the 1990s—Productivity, Flexibility and Innovation, 1990 **23** (4), 44
- BOSCHETTI C. *see* PRETE M.
- BOULAN R. *see* WAALEWIJN P.
- BOYCE T A. *see* STOKKE P R *et al*
- BRENNAN K. *see* CLARKE C J.
- CALORI R, ATAMER T. How French Managers Deal with Radical Change, 1990 **23** (6), 44
- CHAGANTI R. *see* BELLUR V V *et al*
- CLARK D. 1992: The Changing Structure of the European Paper Industry, 1990 **23** (1), 89
- CLARKE C J, BRENNAN K. Building Synergy in the Diversified Business, 1990 **23** (2), 9
- CLARKE C J, BRENNAN K. Defensive Strategies Against Takeovers: Creating Shareholder Value, 1990 **23** (1), 95
- COWEN S S. *see* ARAM J D.
- COX D L. Doubling Productivity at a Major Brewery, 1990 **23** (4), 58
- DAEMS H. The Strategic Implications of Europe 1992, 1990 **23** (3), 41
- DAVIES G. Marketing to Retailers: a Battle for Distribution?, 1990 **23** (6), 101
- DE LONG D W. *see* BENJAMIN R I.
- DUNCAN W J. *see* GINTER P M.
- EDEN C. *see* RAIMOND P.
- EDEN C. Strategic Thinking with Computers, 1990 **23** (6), 35
- EL-NAMAKI M S S. Small Business—The Myths and the Reality, 1990 **23** (4), 78
- ENNEW C T *et al*. New Competition in Financial Services, 1990 **23** (6), 80
- FIRSIROTU M. *see* ALLAIRE Y.
- FRY J M. Abbey National Becomes a Company, 1990 **23** (3), 49
- FULMER R. *see* FULMER W.
- FULMER W, FULMER R. Strategic Group Technique: Involving Managers in Strategic Planning, 1990 **23** (2), 79
- GILINSKY A. *see* TAYLOR B *et al*
- GINTER P M, DUNCAN W J. Macroenvironmental Analysis for Strategic Management, 1990 **23** (6), 91
- GLAUM M. Strategic Management of Exchange Rate Risks, 1990 **23** (4), 65
- GRAB U. *see* TAYLOR B *et al*
- GRINYER P H *et al*. The Sharpbenders: Achieving a Sustained Improvement in Performance, 1990 **23** (1), 116
- GRITZMACHER K J. *see* PEARSON J N.
- GROSSI G. Promoting Innovation in a Big Business, 1990 **23** (1), 41
- HAHN D. *see* TAYLOR B *et al*
- HILLIDGE J. Planning for Growth in a Small Company, 1990 **23** (3), 76
- HILMI A. *see* TAYLOR B *et al*
- HIRST E. Benefits and Cost of Flexibility—Short-lead-time Power Plants, 1990 **23** (5), 106
- HOLDAWAY E A, MEEKISON J P. Strategic Planning at a Canadian University, 1990 **23** (4), 104
- HOLMES D E A. *see* NEALE C W.
- HOSODA M. CIM at Nippon Seiko Co, 1990 **23** (5), 10
- HOULDEN B. Buy-outs and Beyond—Motivations, Strategies and Ownership Changes, 1990 **23** (4), 73
- ISHIZUNA Y. The Transformation of Nissan—The Reform of Corporate Culture, 1990 **23** (3), 9
- JAMES B. Reducing the Risks of Globalization, 1990 **23** (1), 80
- JENSTER P V, OVERSTREET JR G A. Planning for a Non-profit Service: A Study of U.S. Credit Unions, 1990 **23** (2), 103
- JESSUP L M, KUKALIS S. Better Planning Using Group Support Systems, 1990 **23** (3), 100
- JOHNSON P. Our Ageing Population—The Implications for Business and Government, 1990 **23** (2), 55
- JONES C J. *see* SUWANABOL I.
- JONG CHOI H. *see* YOO S.
- KELLINGHUSEN G, WUBBENHORST K. Strategic Control for Improved Performance, 1990 **23** (3), 30
- KENNEDY C. Hoechst, Re-positioning for a Global Market, 1990 **23** (3), 16
- KOERNER E M. Integrating Information Systems for Competitive Advantage at Merrill Lynch, 1990 **23** (2), 27
- KOHL J P *et al*. Levi's Corporate AIDS Programme, 1990 **23** (6), 31
- KONO T. Corporate Culture and Long-range Planning, 1990 **23** (4), 9
- KUKALIS S. *see* JESSUP L M.
- KUMPE T. *see* BOLWIJN P T.
- LERA SALSO E. How PTT's are going Multinational, 1990 **23** (1), 136
- LLLOYD B. Office Productivity—Time for a Revolution?, 1990 **23** (1), 66
- MALJERS F A. Strategic Planning and Intuition in Unilever, 1990 **23** (2), 63
- MARX T G. Strategic Planning for Public Affairs, 1990 **23** (1), 9
- MAYES D. *see* GRINYER P H *et al*

- MCKIERNAN P. *see* GRINYER P H *et al*
 MEEKISON J P. *see* HOLDAWAY E A.
 MILLER A N. *see* KOHL J P *et al*
 MURPHY J. Assessing the Value of Brands, 1990 **23** (3), 23
- NEALE C W, HOLMES D E A. Post-Auditing Capital Projects, 1990 **23** (4), 88
 NOVAK R S. *see* WILLIAMS J R.
- OKUZUMI H. Taisei Corporation Plans for the year 2000, 1990 **23** (1), 53
 OLIFF M D. *see* VANDERMERWE S.
 OVERSTREET JR G A. *see* JENSTER P V.
- PARKER H. The Company Chairman—His Role and Responsibilities, 1990 **23** (4), 35
 PEARSON J N, GRITZMACHER K J. Integrating Purchasing into Strategic Management, 1990 **23** (3), 91
 PRESS G. Assessing Competitors' Business Philosophies, 1990 **23** (5), 71
 PRETE M, BOSCHETTI C. The Corporate Planner as Consultant, 1990 **23** (6), 23
- RAIMOND P, EDEN C. Making Strategy Work, 1990 **23** (5), 97
 RALSTON W K. *see* STOKKE P R *et al*
 REID D M. Where Planning Fails in Practice, 1990 **23** (2), 85
 REIMANN B C. Why Bother with Risk Adjusted Hurdle Rates?, 1990 **23** (3), 57
- SANTALAINEN T, SPENCER B. Successful Results Management in a Finnish Bank, 1990 **23** (5), 41
 SARGEANT L W. Strategic Planning in a Subsidiary, 1990 **23** (2), 43
 SCOTT MORTON M S. *see* BENJAMIN R I.
 SEKITA T. Value Added Distribution of Parcels in Japan, 1990 **23** (6), 17
 SHARP J D. A Business Strategy for the Single European Market, 1990 **23** (2), 35
 SHENKAR O. International Joint Ventures' Problems in China; Risks and Remedies, 1990 **23** (3), 82
 SINGH S P. *see* BELLUR V V *et al*
- SPENCER B. *see* SANTALAINEN T.
 STANNARD C J. Managing a Mega-project—The Channel Tunnel, 1990 **23** (5), 49
 STOKKE P R *et al*. Scenario Planning for Norwegian Oil and Gas, 1990 **23** (2), 17
 STONE M. Marketing Strategies for Leisure Services, 1990 **23** (5), 76
 STOPFORD J M, BADEN-FULLER C. Flexible Strategies—The Key to Success in Knitwear, 1990 **23** (6), 56
 SUTCLIFFE B. *see* YOUNG D.
 SUWANABOL I, JONES C J. Corporate Planning for Thai State Enterprises, 1990 **23** (5), 116
- TABOR R M. Planning for Postal Services, 1990 **23** (5), 91
 TAMPOE F M K. *see* BEATTIE D F.
 TAYLOR B *et al*. Strategy and Leadership in Growth Companies, 1990 **23** (3), 66
- UNWIN G. Tackling the IT Skills Shortage, 1990 **23** (5), 63
- VANDERMERWE S, OLIFF M D. Customers Drive Corporations Green, 1990 **23** (6), 10
 VRAKKING W J. The Innovative Organization, 1990 **23** (2), 94
- WAALEWIJN P, BOULAN R. Strategic Planning on a Personal Computer, 1990 **23** (4), 97
 WATKINS T. *see* ENNEW C T *et al*
 WILLIAMS J R, NOVAK R S. Aligning CIM Strategies to Different Markets, 1990 **23** (1), 126
 WILSON I H. *see* STOKKE P R *et al*
 WRIGHT M. *see* ENNEW C T *et al*
 WUBBENHORST K. *see* KELLINGHUSEN G.
- YOO S, JONG CHOI H. Managing on the Computer at a Korean Insurance Company, 1990 **23** (2), 69
 YOUNG D, SUTCLIFFE B. Value Gaps—Who is Right?—The Raiders, the Market or the Managers?, 1990 **23** (4), 20
- ZAHRA S A. Increasing the Board's Involvement in Strategy, 1990 **23** (6), 109

Long Range Planning—Notes for Contributors

Long Range Planning is the leading international journal in the field of strategic planning, which aims to focus the attention of senior managers, administrators and academics on the concepts and techniques involved in the development and implementation of strategy and plans.

Objectives

The objectives of the Journal are:

1. To keep senior executives informed about new developments in strategic planning as they occur.
2. To promote the exchange of information on strategic planning between senior managers in industry, administrators in government and academics and research workers in universities and research groups, on an international basis.
3. To develop the journal as a forum for new thinking about the problems and techniques of forward planning in business and government, and increasingly, to generate new material on this subject.

Definition

For the purpose of the Journal, strategic planning may be defined as dealing with the future implications of present decisions in terms of:

1. Setting goals and developing strategies to achieve them.
2. Translating strategy into detailed operational programmes, and ensuring that plans are carried out.

It concerns the planning of the total resources organization for the achievement of quantified objectives within a specified time.

Articles

Articles are welcomed, and should be sent in triplicate direct to the Editor: **Bernard Taylor, Henley—The Management College, Greenlands, Henley-on-Thames, Oxon, RG9 3AU.** Authors in the Americas send their articles to **Professor John Grant, Joseph M. Katz Graduate School of Business, University of Pittsburgh, Pittsburgh, PA 15260, U.S.A.** and authors in Japan and the Far East to **Professor Toyohiro Kono, Department of Management, Faculty of Economics, Gakushuin University, 1-5-1 Mejiro, Toshima-ku, Tokyo 171, Japan.** Priority will be given to articles which present new thinking, the results of original research, and recent development in the practice of long-range planning.

Approach

Articles should be written from the point of view of the general manager or administrator, and contributors are asked to minimize the use of mathematical symbols or specialized terminology where this is possible, without detracting from the depth of treatment required. The text should be visually interesting, i.e. well illustrated, with diagrams, photographs, tables and specific examples.

Copy Dates

Articles should be 4000-5000 words long. They should be typewritten, double-spaced, and sent in triplicate directly to the Editor, to arrive at the latest by the following copy dates:

Issue	Copy Date
February	1st September
April	1st November
June	1st January
August	1st March
October	1st May
December	1st July

Preparation of Articles

The following points may be useful when submitting material for publication

Outline—it is helpful to prepare and agree an outline of the article before starting work in detail.

Title—please suggest a title of not more than eight words.

Autobiographical Note—supply a short autobiographical note, including full name, appointment, and the name of the organization.

Typing—send the article, typed, in double-spacing with wide margins and in triplicate, if possible.

Synopsis—a summary of 100 words should be included with the article.

Biographical Note—a 100-word note giving relevant information about the author(s) should be included.

Headings—should be typed in capitals and underlined, and should occur roughly every 750 words. Sub-headings should be typed in upper and lower case, and be underlined. No headings should be numbered.

References—should be numbered consecutively. Titles of publications should be in upper and lower case and underlined. Please use as few references as possible, and list them at the end of the article.

Figures—charts should be numbered consecutively and referred to as 'Figure 1', etc. Diagrams should be submitted in duplicate; one should be simply a drawing and the other should include a number in arabic numerals, a brief title in capitals, labelled axes, and other appropriate lettering. Diagrams may be re-drawn and re-lettered by the studio, but it should be made clear the precise points through which a line must pass—if necessary by giving co-ordinates. Diagrams should be simple. In the text, the position of the figure should be indicated by words typed on a separate line 'take in Figure 3'.

Tables—should be numbered consecutively and independently of any figures which are included. Each table should have a number in arabic numerals, a brief title, and headings down and across. In the text, the position of the table should be indicated by typing on a separate line 'take in Table 4'. Tables should be typed on a separate sheet of paper.

Reprints—authors will normally be supplied with 50 reprints of their article and these should arrive within 6 weeks of the issue being printed. Extra reprints may be ordered on completion of the Reprint Order Form which is enclosed with the proofs.

Emphasis—where a word is to be emphasized, it should be underlined. A limited number of words should be emphasized in this way. They will be produced in italics. The use of capital letters should be confined to proper nouns and names of official bodies. Inverted commas should only be used for direct quotations.

Acknowledgements—the author should indicate if the paper has been presented or published elsewhere, otherwise the Editor will assume that the paper is an original contribution. Similarly, the paper should not be published elsewhere without the written consent of the Publisher.

Bibliography—it is helpful, but not essential, to provide a short list of useful books and articles at the end of the article.

• BACK ISSUES OF • PERGAMON INTERNATIONAL RESEARCH JOURNALS

Back issues of Pergamon journals are available in hard copy. New subscribers to a journal may purchase back issues of that publication in hard copy edition at 25% discount on the standard price. Stocks of back issues are maintained at all of Pergamon's numerous worldwide offices and orders may be placed with confidence at the location most convenient to you. Should any issue of a volume be temporarily out of stock at the time of ordering, a high quality photoduplicated copy will be supplied at no extra charge to complete your order.

SAVE UP TO 25% BY PURCHASING COMPLETE SETS

Customers wishing to purchase complete sets can do so at a saving of 25% less than the individual volume price.

MICROFORM EDITIONS

Back issues in microform of Pergamon research journals are also available.

BACK ISSUES PRICE LIST

Full details of the rates of back issues of all Pergamon journals can be found in our Back Issues Price List. Please contact your nearest Pergamon office for a copy.



PERGAMON PRESS

Pergamon Press plc, Headington Hill Hall, Oxford OX3 0BW, UK

COR017/p5

